

IOWAccess Approval Process -- DRAFT

Step 1 -- Initiation Phase

Initiation is this process of defining the problem or opportunity. The purpose of the Initiation Phase is to specify what the project should accomplish. In this phase, the Council decides whether or not to begin a project by deciding to fund/not fund Planning. We would need to create form(s) to help collect this information for our review. I would suggest a short (15 minute) presentation and Q&A with the Project Manager and Project Sponsor(s) for each project. Forms/materials would be sent to Council before the meeting. The Council would consider things like project appropriateness, value, risks, priority ranking, CBA and funds availability. Approval would mean the Council recommends funding for Planning.

Activities/Deliverables of the Initiation Phase

- Define the project scope
- Identify and engage resources for planning phase
- Assign roles & responsibilities for Planning
- Conduct Project Stakeholder Analysis
- Prepare project schedule for planning phase
- Complete risk analysis
- Prepare High Level Cost Benefit Analysis (CBA)
- Preliminary architecture review
- Perform Priority Rating
- Complete Approval to Plan
- Request Amount for Planning
- Obtain Approval to Plan

Step 2 -- Planning Phase

After the Council approves the deliverables from the Initiate phase of a project, the project team would begin planning how to accomplish the project objectives. The Planning phase is considered to be the most important phase in project management. Time spent up front identifying the proper requirements and structure for organizing and managing projects saves countless hours of confusion and rework in the Execution phase of the project. The project team would do development system development activities like architecture reviews, complete functional specifications, design reviews, technical specifications, develop disaster recovery plan, etc. as part of this phase; however, this is not necessarily information the Council would need to before approving the Execution phase. The Council would once again consider things like project appropriateness, value/benefits, risks and CBA and funds availability. Approval would mean the Council recommends funding for Execution. This is usually the most expensive project phase and the one that really says we recommend doing the project. We should expect regular status reports on projects in Execution and if there are any material resource, expense or target date variances, a project impact report (PIR) needs to be prepared and discussed at

our meeting. The Council would need to approve a recommendation for any additional funding.

Activities/Deliverables of the Planning Phase

- Identify project objectives
- Identify and prioritize requirements
- Research & select options for solution (e.g. buy vs. build)
- Create detailed project schedule for execution phase.
- Create supplemental plans when appropriate (implementation, marketing, communication, testing, training, change management)
- Update risk analysis
- Compete Benefits Realization
- Review Priority Rating
- Finalize Cost Benefit Analysis
- Obtain Approval to Execute
- Status reporting (Word: 164 KB)

Step 3 – Execution Phase

Once a project moves into the Execution phase, the project team and the necessary resources to carry out the project should be in place and ready to perform project activities. The project plan should have been completed and base-lined by this time as well. The project team, and specifically the project manager's focus, now shifts from planning the project efforts to participating in, observing, and analyzing the work being done. Project control involves the regular status reporting in order to identify variances from the planned project baseline. The variances are determined by comparing the actual performance from the Execution phase to the baseline determined during the Planning phase. The project team activities include development of project solution, continue architecture reviews, design reviews and development reviews, finalize and implement supplemental plans (testing, training...). The Council should receive brief status updates, but unless there are PIRs, no recommendations should be required.

Activities/Deliverables of the Executing/Controlling Phase

- Status reporting
- PIRs if necessary
- Manage issues, project schedule, scope, costs and resources.
- Transfer solution to production

Step 4 – Closing

This is the last major phase of a project's life cycle. Project closing is performed once all defined project objectives have been met and the customer has accepted the project's product/deliverable. The Council should receive a closing report which includes a benefits realization assessment.

Activities/Deliverables of the Closing Phase

- Complete Project Closing Report
- Present Project Closing Report Document for Authorized Signature
- Perform Benefits Realization Assessment
- Archive project documentation